

EXPLORING THE MEDIATING ROLE OF INTRINSIC MOTIVATION IN DIGITAL CULTURE AND LEADERSHIP ON INNOVATIVE PERFORMANCE IN CREATIVE SECTOR

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ABSTRACT

The creative industry in Indonesia has undergone significant changes in 2024 due to rapid digital transformation, driven by advancements in technology and shifts in consumer behavior. However, the full potential of digital tools is not yet being realized, as current resources have not been fully optimized to absorb these changes. This highlights the need for a study on the role of intrinsic motivation in employees' ability to foster innovative performance, facilitated by digital leadership and digital culture.

The research was conducted among employees working in the digital industry, specifically within the digital-based creative sector. Using Structural Equation Modeling, data were collected from a total of 189 respondents. The study emphasizes the critical roles that digital culture and digital leadership play in enhancing innovative performance within organizations. It demonstrates that both factors significantly contribute to boosting intrinsic motivation among employees, thereby encouraging innovative behaviors

Kata kunci : Digital Culture, Digital Leadership, Interinsic Motivation, Innovation Performance.

INTRODUCTION

The creative industry in Indonesia in 2024 is facing significant digital transformation, driven by advancements in technology and changes in consumer behavior. Digital technology is not only changing the way the creative industry operates but also creating new opportunities that were previously difficult to attain. The theoretical analysis in this research refers to the grand theory (Colquitt, 2019), while the empirical analysis focuses on employee phenomena by examining innovative performance. Both theoretical and empirical analyses are conducted to explore the research gap, which is developed to serve as material for modification (novelty). This represents the innovation and originality of this research. According to (Colquitt, 2019) in the Organization Behavior Theory Model, variables are grouped into three categories: 1) Independent variables consist of organizational mechanisms, group mechanisms, and individual characteristics; 2) The dependent variable is individual outcome; 3) The intervening variable is individual mechanisms. The modification of the theoretical model in this study is that the individual outcome of job performance is modified to innovative performance, while the independent variable model in the

organizational mechanism is organizational culture and the group mechanism is synergic transformational leadership. The modification of the Organization Behavior Theory Model aims to provide a more detailed explanation of the variables by substituting them with other variables (Guérin-Marion et al., 2018)

Innovative performance of employees refers to the value of a series of behaviors exhibited by employees that contribute positively or negatively to achieving the goals set by the company. According to (Gibson et al., 2012), innovative performance pertains to the level of success in executing tasks and the ability to achieve predetermined objectives. As we approach Society 5.0, which aims to further optimize technology to enhance human experience and return to the essence of being a living being—one that needs to socialize and optimize its role as a source of benefit and empowerment for those around it. According to (René Carraz & Yuko Harayama, 2017) bahwa “Society 5.0 is an information society built on Society 4.0, aiming to create a prosperous society centered around humanity”(Serpa, 2018) states that Society 5.0 proposes "to advance the potential relationship between individuals and technology in promoting the improvement of everyone's quality of life through a super-smart society (Ferreira & Serpa, 2018)

To develop a company, achieving innovative employee performance is necessary, supported by an exclusive decision-making pattern as an effort to create a dynamic organization with optimal performance. As stated by (Swaim et al., 2010) efforts to enhance organizational performance dynamics require the ability to make executive decisions. Drucker’s observations regarding demographic changes and global trends in society, which offer opportunities for innovation and growth, help reinforce some of his views on marketing and marketing research. According to (Swaim et al., 2010) “Growth will continue to be a desired and necessary business goal.” He adds that in a developing economy, there is ample room for growth. Industries that have passed their peak experience a gradual decline, held back by the overall improvement in the economy. New industries can grow well and often grow more than what management anticipates. However, when the economy does not grow, changes in the economy will occur suddenly and sharply. Therefore, an industry that does not grow will face decline. This situation highlights the need for strategies that enable management to plan for growth and manage it effectively. In efforts to enhance a company's innovative performance, the quality of employees plays a critical role, as employees are the primary implementers of the company who operationally manage its functions and directly influence its success. Consequently, employees are expected to actively engage in breakthroughs and innovations in carrying out their tasks and responsibilities.

LITERATURE REVIEW

Digital Leadership

According to Müller et al., (2024) achieving organizational goals in the current digital era involves many aspects, one of which is digital-minded leadership. The success of an organization is not solely measured by the performance of its staff or personnel; the effectiveness of the organizational leader’s work is paramount (Larjovuori et al., 2018); (Sheninger, 2019)). A digital leader must go further, adopting a broader perspective, and be able to unify the thinking of their personnel across national, geographic, cultural, and other boundaries by leveraging information and communication technology. This approach aims to improve organizational performance, achieve organizational objectives, and enhance public service. Digital leadership is a leadership style that focuses on the optimal use of technology to achieve corporate goals more efficiently

(Kasińska-Metryka, 2020a) Also known as e-Leadership, digital leadership emerged from the development of electronic environments, or e-Environments (Erik Brynjolfsson & Andrew McAfee, 2011). Four characteristics distinguish e-Leadership from conventional leadership: communication skills, critical thinking and collaboration skills, the ability to monitor and manage work effectively in virtual settings, and adaptability to changes in technological environments. These attributes set digital leaders apart from traditional leaders. The indicators of digital leadership, as previously outlined in the research by (Wijaya et al., 2023): (1) Digital Capability, (2) Cooperativeness, (3) Collaboration

Digital Culture

Digital culture refers to the attitudes, values, and habits formed within an organization to utilize digital technology across various aspects, including communication, collaboration, and decision-making (Vogelsang & MacGregor, 2019). In this context, digital culture encompasses not only the adoption of technology but also innovative thinking that facilitates innovation. The digital culture of an organization is a collection of practices and behaviors aimed at maximizing the potential of emerging technologies to enhance competitiveness and productivity. According to Bucco et al. (2023), "digital culture" refers to a mindset aimed at maximizing the potential of new technologies by transforming organizational or commercial paradigms to generate value for stakeholders, including customers, employees, and shareholder. Further assert that digital culture within an organization consists of practices and behaviors that fully leverage new technologies to transform organizational or commercial models to create value for shareholders, consumers, and staff.

The measurement of digital culture utilizes dimensions of organizational culture (Arefin et al., 2015), digital transformation (Hoai & Nguyen, 2022); (1) Organizational Culture (2) Digital Transformation; (3) Employee Capabilities

Intrinsic Motivation

Intrinsic motivation can be defined as "an individual's motivation arising from the work itself, without external controls regulating one's behavior" (Ersarı & Naktiyok, 2012). Intrinsically motivated individuals are driven by enjoyment or opportunities, with emotions arising from the work or tasks rather than from needs, requirements, or extrinsic rewards. Moreover, intrinsic motivation can change over time, influenced by individual characteristics, job nature, intrapersonal processes, or the environment in which they succeed. Intrinsic motivation fosters an internal desire for individuals to achieve their best and develop their own capacities (Çetin, 2016).

(Rego et al., 2012) state that intrinsic motivation predicts creative behavior in the workplace, and creativity fosters the innovation that will occur. Innovation is the manifestation of creative thinking. However, to express creative and innovative ideas, freedom and autonomy are necessary. In fact, individuals who are more intrinsically motivated tend to be more creative (Grant & Berry, 2011) because they are generally more curious. Intrinsic motivation serves as a foundation for individuals to engage in innovative actions at work ((Amabile, n.d.); (Redmond et al., 1993). Therefore, the emergence of intrinsic motivation to encourage innovative work behavior. The indicators for building intrinsic motivation are derived from (Bhaduri & Kumar, 2011) identify three indicators that can be used for measurement, such as ; (1) Recognition, (2) Responsibility, (3) Self-Development

The Relationship between Digital Culture and Innovative Performance

Research shows that organizations that have effectively adopted digital technology have a greater chance of innovating (Hess et al, 2016). A strong digital culture facilitates the acceptance of new technology and encourages the willingness to try new methods. Digital culture promotes better collaboration among team members, which is crucial in the innovation process (Nambisan, 2017). By using digital collaborative tools, teams can share ideas and develop concepts more efficiently..

H1: There is a significant influence of Digital Culture on Innovative Performance.

The Relationship between Digital Culture and Intrinsic Motivation

Intrinsic motivation refers to the drive to engage in an activity because of the satisfaction derived from the activity itself, rather than external factors like rewards or recognition (Ryan & Deci, 2000). A work environment that supports creativity and autonomy can foster higher intrinsic motivation among employees. In a digital culture, employees are often given the freedom to experiment with new ideas without fear of failure. Support for experimentation enhances confidence and intrinsic motivation, as employees feel their contributions are valued. Digital culture also provides greater access to information and resources that can improve employees' skills and knowledge, contributing to confidence and autonomy, which, in turn, can boost intrinsic motivation (Ruben et al., 2018)

H2: There is a significant influence of Digital Culture on Intrinsic Motivation. Motivasi Intrinsik

The Relationship between Digital Leadership and Intrinsic Motivation

Effective leaders in the digital context provide constructive feedback and recognize employees' contributions. Positive feedback and fair evaluation can enhance employees' confidence and motivate them to perform better. Digital leaders foster an environment that supports innovation, where employees are encouraged to explore new ideas without fear of failure. An innovative environment can increase intrinsic motivation by offering opportunities for learning and growth. Studies have shown that digital leadership positively impacts intrinsic motivation. For example, organizations led by leaders who prioritize transparency and open communication often report higher employee engagement and stronger motivation (AVOLIO & KAHAI, 2003).

H3: There is a significant influence of Digital Leadership on Intrinsic Motivation.

The Relationship between Digital Leadership and Innovative Performance

Several empirical studies support the relationship between digital leadership and innovative performance. For example, research by (Zhang et al, 2018) found that digital leadership has a positive relationship with innovative performance through the mediation of information and communication technology (ICT) usage. Using digital tools for collaboration and communication can accelerate the innovation process by enabling teams to work more effectively and efficiently (Avolio, et al., 2014). Another study from (Singh & Hess, 2017) suggests that digital leadership contributes to improved innovative performance by facilitating access to digital resources and promoting cross-functional collaboration within organizations

H4: There is a significant influence of Digital Leadership on Innovative Performance.

The Relationship between Intrinsic Motivation and Innovative Performance

Empirical research indicates a positive relationship between intrinsic motivation and innovative performance. For example, a study by (Grant & Berry, 2011) found that intrinsic motivation enhances creativity and innovation by increasing engagement and satisfaction in work. Another study by (Eisenberger & Aselage, 2009) shows that intrinsic motivation contributes to innovative behavior through the mediation of autonomy and competence. Intrinsic motivation plays a crucial role in improving individual and organizational innovative performance. By understanding and fostering factors that drive intrinsic motivation, organizations can create an environment that supports innovation and creativity.

H5: There is a significant influence of Intrinsic Motivation on Innovative Performance.

The Relationship between Intrinsic Motivation, Digital Culture, and Innovative Performance

Empirical research supports a positive relationship between digital culture and innovative performance. For instance, (Bharadwaj et al., 2013) found that organizations with a strong digital culture tend to be more innovative and perform better. Another study by (Fitzgerald et al., 2014) showed that companies investing in digital technology and fostering a supportive digital culture tend to have higher innovative performance. Digital culture plays a vital role in enhancing an organization's innovative performance. Intrinsic motivation can mediate the influence of digital culture on innovative performance. In this context, a supportive digital culture can increase employees' intrinsic motivation, which subsequently drives them to innovate. Empirical studies support this view. For example, research by (Zhang et al, 2018) found that intrinsic motivation serves as a mediator in the relationship between organizational support for technology use and innovative performance.

H6: Intrinsic Motivation can mediate the influence of Digital Culture on Innovative Performance.

The Relationship between Intrinsic Motivation, Digital Leadership, and Innovative Performance

Intrinsic motivation can mediate the influence of digital leadership on innovative performance. In this context, effective digital leadership can increase employees' intrinsic motivation, which subsequently drives them to innovate. Empirical research supports this view. For example, a study from (P. Wang et al., 2013) found that transformational leadership leveraging digital technology can enhance employees' intrinsic motivation, which in turn boosts their innovative performance..

H7: Intrinsic Motivation can mediate the influence of Digital Leadership on Innovative Performance.

RESEARCH METHODOLOGY

An organization's primary goal is achieve sustainable performance. Innovative performance, according to (Czuba & Allen, 2023) is the process guiding managers to take appropriate actions today to create an innovatively performing organization in the future—i.e., one that is both effective and efficient. Innovative performance refers to an organization's ability to generate new products, services, or processes that add value (J. Tidd & J. Bessant, 2018) . Organizations that

demonstrate high levels of innovative performance often exhibit greater adaptability to market and technological changes. An organization is considered to perform well if it achieves future outcomes as a result of present actions. Actions are seen as catalysts for performance, while outcomes are the result of actions—both occurring sequentially and continuously in a sustainable manner.

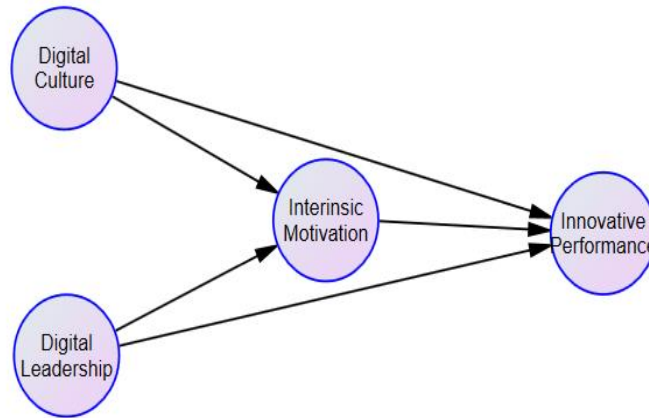


Figure 1. Research Constellation

This study employs a quantitative research method. The research was conducted on employees working in the digital industry, specifically within the digital-based creative industry. Structural Equation Modeling (SEM) was used, estimated with the assistance of SmartPLS (Smart Partial Least Square) software. Data analysis and structural equation modeling were conducted using SmartPLS software, following several stages: (1) Indicator validity test, (2) Path diagram conversion into an equation system, (3) Construct reliability test, (4) Hypothesis testing, (5) Inner Model equation, and (6) Structural Model evaluation (Wijaya, 2019).

RESULT AND DISCUSSION

The data indicates a clear gender disparity in the sample population, with men representing 71% (134 individuals) and women comprising 29% (55 individuals) of the total 189 participants. This suggests a predominant presence of male participants in the study. The data reveals the educational attainment of the sample population, indicating that 70% (132 individuals) of participants have completed high school, while 28% (52 individuals) hold a bachelor's degree. Only a small fraction, 3% (5 individuals), have achieved a master's degree. This distribution suggests that the majority of respondents have a high school education, with a relatively low representation of individuals with higher education qualifications.

Furthermore the data analyzed into Smart PLS 4:

Outer Model

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Digital Culture	0,681	0.617	0.626	0.635
Digital Leadership	0.622	0.645	0.620	0.682
Intrinsic Motivation	0.662	0.676	0.687	0.701
Innovative Performance	0.674	0.685	0.634	0.644

The AVE values for all constructs are between 0.635 and 0.701, which are above the the rule of thumb 0.5 Hair et al. AVE assesses the amount of variance captured by a construct's indicators relative to the variance due to measurement error. With AVE values all exceeding 0.6, it indicates good convergent validity, meaning that each construct explains a satisfactory amount of variance from its indicators. Intrinsic Motivation exhibits the highest AVE (0.701), indicating it has the strongest convergent validity among the constructs.

Item	Digital Culture	Digital Leadership	Innovative Performance	Intrinsic Motivation
DC1	0.309	0.150	0.228	0.076
DC2	0.152	0.029	0.082	0.090
DC3	0.653	0.120	0.196	0.155
DC4	0.838	0.172	0.189	0.317
DL1	0.019	0.630	0.029	0.157
DL2	0.020	0.348	0.065	0.102
DL3	0.318	0.649	0.028	0.163
IM1	0.067	0.033	0.003	0.192
IM2	0.040	0.032	0.118	0.241
IM3	0.233	0.070	0.074	0.509
IM4	0.207	0.270	0.093	0.857
IP1	0.011	0.016	0.230	0.034
IP2	0.060	0.038	0.389	0.128
IP3	0.149	0.047	0.423	0.036
IP4	0.224	0.073	0.770	0.024

This table presents the cross-loadings of items on four constructs: Digital Culture, Digital Leadership, Innovative Performance, and Intrinsic Motivation. Cross-loadings are used in

discriminant validity assessment, which tests whether each item has a higher loading on its designated construct compared to other constructs. A higher loading of each item on its own construct suggests that it effectively measures the intended construct, contributing to the distinctiveness of each construct within the model. The cross-loadings demonstrate satisfactory discriminant validity across the constructs. Each item loads most strongly on its assigned construct compared to other constructs, supporting the distinctiveness of Digital Culture, Digital Leadership, Innovative Performance, and Intrinsic Motivation. This suggests that the items within each construct adequately capture the intended concept, which is essential for ensuring the clarity and accuracy of the model. Wijaya 2019

Reliability test

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Digital Culture	0,681	0.617	0.626	0.635
Digital Leadership	0.622	0.645	0.620	0.682
Interinsic Motivation	0.662	0.676	0.687	0.701
Innovative Performance	0.674	0.685	0.634	0.644

Composite Reliability (rho_a) values also range above 0.6, with Digital Culture at 0.617, indicating marginally acceptable reliability, while Intrinsic Motivation and Innovative Performance show higher reliability at 0.676 and 0.685, respectively. Composite Reliability (rho_c) follows a similar trend, where all constructs exceed the minimum threshold of 0.6, suggesting that they consistently measure the intended construct Hair et al.

Overall, these results indicate that each construct is reasonably reliable, with the reliability measures affirming that the constructs are suitable for further analysis. Higher rho values imply that the indicators are well-correlated, providing confidence in the measurement mode

Construct	R-square	R-square adjusted
Innovative Performance	0.441	0.432
Interinsic Motivation	0.524	0.513

The R-square and Adjusted R-square values indicate that the model is reasonably effective in explaining both Innovative Performance and Intrinsic Motivation. It Contains of: Intrinsic Motivation has a higher R^2 (0.524), suggesting that it is more strongly predicted by the model's

independent variables compared to Innovative Performance., and Innovative Performance has a moderate R^2 (0.441), indicating that while the predictors contribute significantly to its explanation, there may be additional unexplored factors influencing this construct.

Inner Model

	Standard Deviation (STDEV)	t-statistic (STDEV)	p-value
Digital Culture-> Innovative Performance	0.441	2.642	0.005
Digital Culture-> Interinsic Motivation	0.425	3.067	0.001
Digital Leadership-> Innovative Performance	0.466	2.372	0.001
Digital Leadership-> Interinsic Motivation	0.414	3,587	0.000
Interinsic Motivation-> Innovative Performance	0.317	2,958	0.000
Digital Culture - >Interinsic Motivation-> Innovative Performance	0.445	2,147	0.002
Digital Leadership - >Interinsic Motivation-> Innovative Performance	0.479	2,354	0.001

Digital Culture and Innovative Performance: The relationship between digital culture and innovative performance is positive, with a standard deviation of 0.441 and a t-statistic of 2.642. The p-value (0.005) indicates a statistically significant effect, suggesting that a strong digital culture positively influences innovative performance in organizations.

This findings similar with.(Ko et al., 2022) A strong digital culture is characterized by the pervasive adoption and integration of digital tools, processes, and mindsets across all levels of an organization. It fosters an environment where technology serves as a catalyst for collaboration, agility, and creativity. By embedding digital culture into their core operations, organizations empower employees to leverage data-driven insights, streamline workflows, and innovate effectively.

Digital Culture and Intrinsic Motivation analysis shows a strong positive relationship between digital culture and intrinsic motivation, a t-statistic of 3.067. The p-value of 0.001 supports the conclusion that enhancing digital culture can significantly boost employees' intrinsic motivation, which is critical for fostering an innovative environment. This findings similar with.. (Haris et al., 2022; Suryoto, 2022), Enhancing digital culture within an organization can significantly boost employees' intrinsic motivation by creating an environment that supports autonomy, mastery, and purpose. A strong digital culture provides employees with advanced tools and technologies that simplify complex tasks, enabling them to focus on creative and meaningful work. **Digital Leadership and Innovative Performance:** have a positive and significant relationship is observed between digital leadership and innovative performance, with a t-statistic

of 2.372 (p-value of 0.001). This implies that effective digital leadership is essential for enhancing innovative performance. This finding is similar with (Sagbas et al., 2023) Effective digital leadership is essential for enhancing innovative performance, as it combines visionary guidance with the strategic use of digital tools and technologies. Leaders who excel in this area inspire teams to embrace change, experiment with new ideas, and adopt digital solutions that streamline processes and open avenues for creativity. By fostering a culture of trust, collaboration, and continuous learning, digital leaders empower employees to think critically and innovate beyond traditional boundaries. A strong relationship between digital leadership and intrinsic motivation t-statistic of 3.587 and p-value of 0.000 indicates that effective digital leadership significantly increases employees' intrinsic motivation. This finding is similar with (Hanandeh et al., 2023; Sunaryo et al., 2023) Effective digital leadership significantly increases employees' intrinsic motivation by creating an environment where individuals feel valued, empowered, and inspired. Digital leaders achieve this by promoting open communication, providing access to advanced tools, and encouraging autonomy in problem-solving.

Intrinsic Motivation and Innovative Performance: The results show that intrinsic motivation positively affects innovative performance, with a t-statistic of 2.958. The p-value (0.000) confirms this relationship, suggesting that motivated employees are more likely to exhibit innovative behaviors. This finding is similar with (Jiang et al., 2023; Ren et al., 2021) Motivated employees are more likely to exhibit innovative behaviors because intrinsic motivation drives curiosity, creativity, and a willingness to take initiative. When employees are internally driven, they actively seek out opportunities to improve processes, develop new ideas, and solve problems in unique ways. Motivated individuals tend to embrace challenges, persist in the face of setbacks, and collaborate effectively with others, all of which are critical for fostering innovation.

Mediating Effects analysis indicates that intrinsic motivation mediates the relationship between both digital culture and innovative performance (t-statistic of 2.147, p-value of 0.002) and between digital leadership and innovative performance (standard deviation of 0.479, t-statistic of 2.354, p-value of 0.001). This suggests that digital culture and digital leadership enhance innovative performance not only directly but also indirectly by fostering intrinsic motivation among employees. This finding is similar with (Shao et al., 2019; Zamilah, 2024) Digital culture and digital leadership enhance innovative performance not only through their direct influence but also indirectly by fostering intrinsic motivation among employees. A robust digital culture provides the tools, processes, and collaborative environment that empower employees to explore creative solutions and embrace innovation.

This study underscores the pivotal roles of digital culture and digital leadership in fostering innovative performance within organizations, demonstrating that both elements significantly enhance intrinsic motivation among employees, thereby promoting innovative behaviors. To cultivate an environment conducive to innovation, organizations should enhance their digital culture through training programs, open communication, and initiatives that encourage collaboration and knowledge sharing. For instance, a company could implement regular workshops that not only educate employees on new digital tools but also create platforms for them to share their experiences and best practices. Additionally, developing digital leadership by investing in programs focused on digital competencies is crucial; leaders should inspire and

motivate their teams in alignment with digital transformation goals. For example, a leader who actively participates in digital initiatives and encourages team members to experiment with new technologies can create a more dynamic and innovative workplace.

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